

City of Saint Paul

Human Resources Specialists Job Family Competency Matrix

(Each competency builds upon the other as the class series progresses.)

Shared Competencies	Human Resources Specialist I	Human Resources Specialist II	Human Resources Specialist III	Human Resources Specialist IV
EDUCATION, CERTIFICATION, & REGISTRATION	A Bachelor's Degree in Human Resources, Industrial Relations, Public Administration, Business Administration, Industrial Psychology, or a related field; or a bachelor's degree and two years of experience in human resources. (No substitution for a bachelor's degree.)	A Bachelor's Degree and two years of experience as a Human Resources Specialist I or equivalent. A Master's Degree in Human Resources, Industrial Relations, Public Administration, Business Administration, Industrial Psychology, or a related field may be substituted for two years of experience as a Human Resources Specialist I or equivalent. (No substitution for a Bachelor's Degree.)	A Bachelor's Degree and four years of professional level human resources experience, at least two years of which must have been at the Human Resources Specialist II level or equivalent. A Master's Degree in Human Resources, Industrial Relations, Public Administration, Business Administration, Industrial Psychology, or a related field may be substituted for two years of experience. (No substitution for a Bachelor's Degree and no substitution for two years of experience at the Human Resources Specialist II level or equivalent.)	Yet to be determined.

Shared Competencies	Human Resources Specialist I	Human Resources Specialist II	Human Resources Specialist III	Human Resources Specialist IV
TECHNICAL EXPERTISE:	Demonstrates a familiarity with the basic theories and principles of human resources administration including employment, classification and compensation, organizational development, training, performance management, labor relations, employee relations, and affirmative action; and demonstrates an ability to resolve routine problems associated with professional human resources work.	Demonstrates a familiarity with the common theories and principles of human resources administration including employment, classifications and compensation, organizational development, training, performance management, employee relations and affirmative action; and demonstrates an ability to resolve normal problems associated with professional human resources work.	Demonstrates an understanding of the full range of theories, principles of human resources administration including employment, classifications and compensation, organizational development, training, performance management, employee relations and affirmative action; and demonstrates an ability to resolve the full range of problems associated with professional human resources work.	Yet to be determined.
TECHNICAL EXPERTISE: Technology	<p>Demonstrates basic skills in operating a computer keyboard, mouse, and peripheral devices such as printers, scanners, and duplicating machines.</p> <p>Demonstrates an ability to use a broad range of job-related software such as e-mail, word processing, spreadsheet, and database management applications.</p>	<p>Demonstrates skill in operating a computer keyboard, mouse, and peripheral devices such as printers, scanners, and duplicating machines.</p> <p>Demonstrates an ability to use a broad range of job-related software such as e-mail, word processing, spreadsheet, database management, and presentation applications.</p>	<p>Demonstrates skill in operating a computer keyboard, mouse, and peripheral devices such as printers, scanners, and duplicating machines.</p> <p>Demonstrates an ability to use a broad range of job-related software such as e-mail, word processing, spreadsheet, database management, and presentation applications; keeps current on advances in job-related software.</p>	Yet to be determined.

Shared Competencies	Human Resources Specialist I	Human Resources Specialist II	Human Resources Specialist III	Human Resources Specialist IV
<p>PROJECT & PROGRAM MANAGEMENT, PRIORITIZATION, PLANNING, AND FINANCES</p>	<p>Demonstrates an ability to prioritize work and be attentive to detail.</p> <p>Demonstrates an ability to gather, analyze, and organize information, conduct comparative analyses, make recommendations supported by identified facts, and present clear recommendations to management.</p>	<p>Demonstrates an ability to independently prioritize own work, be attentive to detail, and provide assistance to and coordination of the work of others.</p> <p>Demonstrates an ability to assist in the planning and management of human resources projects, negotiate and meet deadlines, define, measure and evaluate results.</p> <p>Demonstrates an ability to gather, analyze, and organize information, conduct comparative analyses, make recommendations supported by identified facts, and present clear recommendations to management.</p>	<p>Demonstrates an ability to independently prioritize own work, be attentive to detail, and provide assistance to and coordination of the work of others.</p> <p>Demonstrates an ability to plan and manage human resources projects, negotiate and meet deadlines, define, measure and evaluate results.</p> <p>Demonstrates an ability to gather, analyze, and organize information, conduct comparative analyses, make recommendations supported by identified facts, and present clear recommendations to management.</p>	<p>Yet to be determined.</p>

Shared Competencies	Human Resources Specialist I	Human Resources Specialist II	Human Resources Specialist III	Human Resources Specialist IV
COMMUNICATIONS	<p>Demonstrates an ability to follow oral and written instructions.</p> <p>Demonstrates an ability to communicate effectively in writing, speaking, and listening. Demonstrates an ability to write reports that can be easily understood by the reader.</p>	<p>Demonstrates an ability to follow oral and written instructions.</p> <p>Demonstrates an ability to effectively communicate in writing, speaking, and listening; demonstrates effective public speaking and presentation skills. Demonstrates an ability to write reports that can be easily understood by the reader.</p>	<p>Demonstrates an ability to give and follow oral and written instructions.</p> <p>Demonstrates an ability to effectively communicate in writing, speaking, and listening; demonstrates effective public speaking and presentation skills. Demonstrates an ability to write reports that can be easily understood by the reader.</p>	Yet to be determined.
TEAM WORK, MANAGEMENT, AND LEADERSHIP	<p>Demonstrates an ability to be an effective team member by accepting assignments willingly, completing assignments within agreed upon time lines, and willingly assisting co-workers.</p>	<p>Demonstrates an ability to be an effective team member by accepting assignments willingly, and completing assignments within agreed upon time lines; demonstrates a willingness to provide help, guidance, and training to team members.</p>	<p>Demonstrates effective work group leadership ability by encouraging individual participation and creativity; is supportive of others and the group decision-making process; demonstrates an ability to effectively manage conflict.</p>	Yet to be determined.

Shared Competencies	Human Resources Specialist I	Human Resources Specialist II	Human Resources Specialist III	Human Resources Specialist IV
CUSTOMER SERVICE	<p>Demonstrates an ability to assist in identifying the service needs of a diverse group of internal and external customers and effectively respond to those needs.</p> <p>Demonstrates a commitment to continuously improving customer service.</p>	<p>Demonstrates an ability to identify the service needs of a diverse group of internal and external customers and effectively respond to those needs.</p> <p>Demonstrates a commitment to continuously improving customer service.</p> <p>Demonstrates an ability to promote effective customer service through example and coordinate customer service efforts.</p>	<p>Demonstrates an ability to identify the service needs of a diverse group of internal and external customers and effectively respond to those needs.</p> <p>Demonstrates a commitment to continuously improving customer service.</p> <p>Demonstrates an ability to promote effective customer service through example and coordinate customer service efforts.</p>	<p>Yet to be determined.</p>

Shared Responsibilities: The listed examples may not include all the duties performed by all positions in this class.

Human Resources Specialist I	Human Resources Specialist II	Human Resources Specialist III	Human Resources Specialist IV
<p>Conducts routine studies of individual positions in order to determine appropriate classification by reviewing detailed position description questionnaires, interviewing incumbents and supervisors, comparing position information with comparable positions and class specifications, and making recommendations regarding appropriate allocation.</p> <p>Conducts routine compensation studies of single and multiple incumbent classifications by reviewing detailed position description questionnaires, interviewing incumbents and supervisors, applying a defined point factor job evaluation system, comparing factor awards with related classes, determining State Pay Equity Act compliance impact, gathering market information when necessary, and making recommendations regarding appropriate compensation.</p> <p>Drafts proposed classification specifications and amends current classification specifications based on information gathered from position description questionnaires, interviews, surveys, and group processes.</p> <p>Meets with managers and supervisors to discuss recommendations and routine implementation options and procedures.</p> <p>Drafts classification and compensation study reports, determination notices, notices required by Civil Service Rules, City Council resolutions, ordinances, and required forms.</p>	<p>Conducts the less complex studies of individual positions in order to determine appropriate classification by reviewing detailed position description questionnaires, interviewing incumbents and supervisors, comparing position information with comparable positions and class specifications, and making recommendations regarding appropriate allocation.</p> <p>Conducts the less complex compensation studies of single and multiple incumbent classifications by reviewing detailed position description questionnaires, interviewing incumbents and supervisors, applying a defined point factor job evaluation system, comparing factor awards with related classes, determining State Pay Equity Act compliance impact, gathering market information when necessary, and making recommendations regarding appropriate compensation.</p> <p>Drafts proposed classification specifications and amends current classification specifications based on information gathered from position description questionnaires, interviews, surveys, and group processes.</p> <p>Meets with managers and supervisors to discuss recommendations and less complex implementation options and procedures.</p> <p>Drafts classification and compensation study reports, determination notices, notices required by Civil Service Rules, City Council resolutions, ordinances, and required forms.</p>	<p>Conducts difficult and complex studies of individual and multiple positions in order to determine appropriate classification by reviewing detailed position description questionnaires, interviewing incumbents and supervisors, comparing position information with comparable positions and class specifications, and making recommendations regarding appropriate allocation.</p> <p>Conducts difficult and complex compensation studies of single and multiple incumbent classifications by reviewing detailed position description questionnaires, interviewing incumbents and supervisors, applying a defined point factor job evaluation system, comparing factor awards with related classes, determining State Pay Equity Act compliance impact, gathering market information when necessary, and making recommendations regarding appropriate compensation.</p> <p>Drafts proposed classification specifications and amends current classification specifications based on information gathered from position description questionnaires, interviews, surveys, and group processes.</p> <p>Meets with managers and supervisors to discuss recommendations regarding implementation options and procedures that may be sensitive and complex in nature.</p> <p>Drafts classification and compensation study reports, determination notices, notices required by Civil Service Rules, City Council resolutions, ordinances, and required forms.</p>	<p>Yet to be determined.</p>

Shared Responsibilities: The listed examples may not include all the duties performed by all positions in this class.

Human Resources Specialist I	Human Resources Specialist II	Human Resources Specialist III	Human Resources Specialist IV
<p>Drafts routine vacancy announcements, identifies essential job functions using established procedures, and reviews applications and resumes to determine if applicants meet minimum requirements for taking an examination.</p> <p>Prepares routine selection instruments by conducting job analyses and gathering relevant information.</p> <p>Monitors and scores, according to standard procedure, written, physical and practical Civil Service examinations; serves on oral review panels as part of the examination process, and evaluates routine applicant training and experience examinations using previously established scoring guides and procedures.</p> <p>Participates in the recruitment of qualified candidates using previously established procedures and guidelines.</p> <p>Prepares and conducts new employee orientation and conducts routine employee training using previously established orientation and training guides, and materials.</p> <p>Facilitates group decision making and team building processes under the guidance of senior business consulting personnel.</p> <p>Conducts special studies and prepares special reports and makes presentations using visual aids such as charts, graphs, and diagrams.</p>	<p>Drafts vacancy announcements; identifies essential job functions using established procedures, and reviews applications and resumes to determine if applicants meet the minimum requirements for taking an examination.</p> <p>Prepares job related selection instruments by conducting job analysis and gathering relevant information.</p> <p>Develops examination scoring guides and procedures; evaluates applicant training and experience examinations; monitors and scores written, physical and practical Civil Service examinations; serves on oral review panels as part of the examination process.</p> <p>Recruits qualified candidates and establishes procedures for recruitment activities including procedures for recruiting protected class applicants in underrepresented or underutilized job classes.</p> <p>Conducts new employee orientation and conducts employee training, orientation, and prepares training guides and materials.</p> <p>Facilitates group decision making and team building processes.</p> <p>Conducts special studies and prepares special reports and makes presentations using visual aids such as charts, graphs, and diagrams.</p>	<p>Drafts complex vacancy announcements; identifies essential job functions using established procedures, and reviews applications and resumes to determine if applicants meet the minimum requirements for taking an examination.</p> <p>Prepares complex and sensitive job related selection instruments by conducting thorough job analysis and gathering relevant job information.</p> <p>Develops complex examination scoring guides and procedures; evaluates applicant training and experience examinations; monitors and scores written, physical and practical Civil Service examinations; serves on oral review panels as part of the examination process.</p> <p>Recruits qualified candidates and establishes procedures for recruitment activities including procedures for management recruitment and for recruiting protected class applicants in underrepresented or underutilized job classes.</p> <p>Conducts a full range of employee training including supervisory and management training; develops and prepares training guides and materials.</p> <p>Facilitates group decision making and team building processes and assists in the administration of instruments to assess individual, group and organizational styles, preferences, and needs.</p> <p>Conducts special studies and prepares special reports and makes presentations using visual aids such as charts, graphs, and diagrams.</p>	<p>Yet to be determined.</p>

Shared Responsibilities: *The listed examples may not include all the duties performed by all positions in this class.*

<i>Human Resources Specialist I</i>	<i>Human Resources Specialist II</i>	<i>Human Resources Specialist III</i>	<i>Human Resources Specialist IV</i>
<p>Assists labor relations staff in contract negotiations by conducting salary surveys, determining the cost of employer and union contract negotiations proposals, taking notes at negotiations, and assisting in developing employer proposals and counter proposals.</p> <p>Assists in labor contract administration by investigating the merits of grievances, determining proposed settlement costs, and conducting assigned research in preparation for mediation and arbitration.</p> <p>Assists in the preparation of Federally required EEO reports, and the development of affirmative action plans for City departments and offices.</p> <p>Conducts research in determining protected class underrepresentation and underutilization.</p> <p>Assists in the investigation of alleged violations of the City's Workplace Conduct Policy by identifying witnesses and developing interrogatories.</p> <p>Must be able to adhere to work schedule and hours assigned.</p>	<p>Participates in contract negotiations by conducting salary surveys, determining the cost of employer and union contract negotiations proposals, taking notes at negotiations, and assisting in developing employer proposals and counter proposals.</p> <p>Conducts labor contract administration by investigating grievances, suggesting proposal settlements, preparing materials and witness testimony for mediation and arbitration; may present the employer's case in less complicated mediations or arbitrations.</p> <p>Prepares Federally required EEO reports and develops affirmative action plans for City departments and offices.</p> <p>Conducts research in determining protected class underrepresentation and underutilization.</p> <p>Assists in the investigation of alleged violations of the City's Workplace Conduct Policy by identifying witnesses and developing interrogatories.</p> <p>Must be able to adhere to work schedule and hours assigned.</p>	<p>Conducts contract negotiations by developing and presenting employer proposals and counter proposals; determines the cost of union and employer proposals and participates in developing the employer's collective bargaining strategy.</p> <p>Conducts labor contract administration by investigating grievances, preparing materials and witness testimony for mediation and arbitration; and presenting the employer's case in mediations or arbitrations.</p> <p>Prepares Federally required EEO reports and develops affirmative action plans for City departments and offices.</p> <p>Conducts research in determining protected class underrepresentation and underutilization in City employment.</p> <p>Conducts the investigations of alleged violations of the City's Workplace Conduct Policy by developing an investigatory plan, identifying witnesses, developing interrogatories, conducting interviews, gathering evidence, and making a determination.</p> <p>Must be able to adhere to work schedule and hours assigned.</p>	<p>Yet to be determined.</p>

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